



**STATE OF NEVADA**

**IT PROJECT OVERSIGHT COMMITTEE**

**IT PROJECT MANAGER**

**QUALIFICATION AND SELECTION DEFINITION**

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## SECTION 1 - INTRODUCTION

### *Purpose*

The IT Project Manager (PM) Qualification and Selection Definition establishes the minimum qualifications for the selection of project managers assigned to the State of Nevada information technology (IT) projects.

### *General Approach*

State of Nevada IT project managers are to be qualified for specific projects within 4 project categories:

- **Level I Projects:** IT Projects with a total cost greater than or equal to \$50,000 and less than \$200,000.
- **Level II Projects:** IT Projects with a total cost greater than or equal to \$200,000 and less than \$500,000.
- **Level III Projects:** IT Projects with a total cost greater than or equal to \$500,000 and less than \$5 million.
- **Level IV Projects:** IT Projects with a total cost greater than or equal to \$5 million.

The IT Project Oversight Committee (ITPOC) may elevate any project to a higher category if any of the following criteria apply. The project is determined to: be critical in nature; have a major impact on a state organization; be high risk; have adverse consequences to the State; impact multiple geographic areas or users; or is a multi-phased project with combined budgets that exceeds the thresholds indicated. The ITPOC may reduce any project to a lower category if the project is low risk or if project duration is for a short period of time.

An IT project manager is not automatically qualified for all projects within a specific project category. To be qualified to manage a specific project, the project manager must meet the qualification requirements for the project category. Preferred candidates would also possess functional experience and skills as sought by the State agency.

The State of Nevada does not certify IT project managers. Project Management certification can be obtained from other organizations or institutions such as the Project Management Institute (PMI). Project managers are encouraged to seek training and certification when the opportunity is available.

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## SECTION 2 - PROJECT MANAGER COMPETENCIES

This section defines the competencies required of project managers who manage State of Nevada projects. Not all competencies are required for all projects. Refer to Section 3 to determine which competencies are required by category level.

### ***Project Initiation and Solution Analysis***

The project manager should be able to identify and analyze the high-level objectives and budget of a project; develop multiple viable project approaches and solutions, evaluate the solutions, recommend a specific solution, and compare them against the budget proposal document (Technology Investment Request (TIR)), agency resources, and environmental constraints.

The project manager should know how to develop and use a project charter and understand how a charter impacts the project.

### ***Cost Benefit and Return on Investment (ROI) Analysis***

The project manager should be able to conduct a financial analysis of a project outcome using cost benefit calculations such as return on investment (ROI); select an appropriate technique for calculating cost benefit and ROI; and prepare reports or documents providing the data, conclusions, and recommendations.

### ***Scope Definition***

Given a business objective, project description, project solution, and project constraints, the project manager should be able to compose a statement that effectively describes the project scope. At the minimum, the scope statement should address the “who, what, where, when, and why” of a project and should define the outcomes provided by a project.

### ***Functional Requirements Definition***

Every project has a set of functional (business) requirements that must be fulfilled as specified in order to qualify as a successful project. The project manager should be able to identify, articulate, and document requirements that are within the scope of the project. In addition, the project manager must demonstrate the discipline necessary to identify and communicate “must have” requirements that are out of scope and follow the established change control process.

The project manager must understand requirements traceability and know how to use it as a tool to reduce “drifting requirements” throughout the project. The project manager should be able to validate deliverables as meeting established requirements and recommend signoff.

### ***Work Breakdown Structure (WBS)***

A Work Breakdown Structure (WBS) is a method of subdividing a project into smaller, more manageable pieces to the lowest, practical level at which the cost and schedule for the work can be reliably estimated and tracked. The project manager understands what a WBS is and can define what constitutes a work package. The project manager understands how to incorporate a WBS into the development of a project

schedule/work plan and how it relates to the development of resource, schedule, budget, and performance plans.

### ***Activity Definition and Sequencing***

The project manager should be able to define activities and tasks and sequence them for a given project.

### ***Resource Planning***

The project manager should be able to identify required resources and develop a Resource Plan for the project. The resource plan must identify who possesses the skills required to perform the work (labor resources), as well as the tools, equipment, facilities, and other resources needed by the project team.

### ***Schedule Development***

The project manager should be able to develop a Project schedule based on the WBS, the Activity Definition and Sequencing, and the Resource Plan. The project manager should understand the impact of additional planning (such as risk planning) on the schedule and how to modify and adjust the schedule during the remainder of the project planning effort.

### ***Risk Management***

The project manager should be able to identify and evaluate risk using a standard risk analysis process; prioritize risk based on probability of occurrence and impact; develop mitigation strategies or identify changes that can be made in the project plan to decrease the probability of risk occurrence or impact; estimate risk mitigation cost, develop input to the project budget related to mitigation or contingency funding; and remediate the risks as they occur.

### ***Project Budget Management***

The project manager should be able to understand and manage to the project budget within the constraints of the TIR, Project Schedule, and Resource Plan. The project manager should understand the impact of additional planning (such as risk planning) on the project budget and how to make recommendations in adjusting the budget, or adjusting the scope to fit the budget during the remainder of the project.

### ***Performance Planning***

The project manager should be able to develop a project performance plan based on the Project Proposal, Resource Plan, Project Schedule, and Project Budget. The project manager should be able to identify what should be measured, how the measurements should be taken or calculated, when the measurements should be made, and what standard should be used to define successful accomplishment. The project manager must also be able to define deliverables and establish appropriate acceptance criteria.

### ***Communications Planning***

The project manager should be able to conduct an analysis of stakeholder information needs and develop a plan to meet the information needs of stakeholders during the execution phase of the project. The communications plan must include how information is obtained, how information is presented, how information is delivered, and who should perform specific communications tasks. The communications plan must also address disposition and retention of project records.

### ***Quality Management Planning***

The project manager should understand the fundamental purposes and principles of quality management; the meaning and basic differences between product testing, project audits, and independent verification and validation. Although there are project management deliverables associated with quality management,

the project manager does not develop quality management deliverables. However, the project manager does provide a value judgment as to the adequacy of the quality management deliverables developed by a designated QA resource.

### ***Change Control and Configuration Management***

The project manager should understand the purpose of Change Control and Configuration Management. The project manager should be able to identify items that should be placed under change control or configuration management and develop a plan for managing and documenting change. The plan should include a defined process for change control and configuration management, item identification, naming and version conventions, storage and handling, and individual responsibilities.

### ***Project Execution and Control***

The project manager should understand the responsibilities of a project manager during project execution. The project manager should identify key control issues and the techniques employed to manage them. The project manager should be able to use typical measurements and calculations to evaluate project progress.

### ***Reports and Project Reporting Templates***

The project manager should be able to effectively use the required reporting templates to present a project status report to the IT Project Oversight Committee and other stakeholders.

### ***The Request for Proposal (RFP) Process***

The RFP Process is the solicitation planning, solicitation, and source selection subset of the overall procurement management process. The project manager should be able to effectively work with DoIT Contract Administration or the Purchasing Division as appropriate, provide inputs to statements of work (SOWs), requirements, proposed schedules and evaluation criteria; provide expert judgment, be present at bidder conferences, review and evaluate vendor proposals, and assist in vendor selection.

### ***Procurement Planning***

The project manager should be able to: identify the different methods for procuring products, goods, and services; identify the most appropriate method for procuring given products, goods, or services; develop a schedule of procurement activities.

### ***Contract Negotiation***

The project manager should be able to provide input to date negotiation, service level agreements, hardware, software, materials, labor, and other deliverables with the vendor during the contract negotiation process. Also, the project manager should co-facilitate with the contract administrator any corrective action to be taken against a vendor in the event of non-performance or breaches in contract.

### ***Vendor Evaluation***

The project manager should be able to objectively evaluate vendor performance from metrics defined in any RFP or Statement of Work (SOW). Typically, vendor evaluation might be expected at project closeout; however, vendor evaluation is an ongoing process that a project manager should communicate to the ITPOC and the agency throughout the project lifecycle including the procurement management process.

### ***Project Closeout***

The project manager should be able to identify tasks associated with project closeout:

- develop a schedule and plans that support project closeout

- collect and document best practices and lessons learned; develop a project closeout report
- conduct a post implementation review; and provide a report detailing findings from the post implementation review
- The project manager understands that the project is not over and neither is project management accountability until all closeout deliverables have been received and accepted.

## SECTION 3 - PROJECT MANAGER QUALIFICATIONS

### *Overview*

For each project category, there are specific project management qualifications standards required and desired.

For Level I projects with a total cost below \$200,000, the agency/project sponsor will qualify and select a project manager.

For Level II projects with a total cost between \$200,000 and below \$500,000, the agency/project sponsor will qualify and select a project manager. The DoIT Project Oversight Unit will review the qualifications and provide input to the selection of the project manager.

For Level III and Level IV projects with total costs greater than \$500,000, the DoIT Project Oversight Unit in partnership with the agency will qualify and select a project manager.

### *Qualification Standards*

The term generic below means that the qualifications sought are common to all project managers for each level of responsibility regardless of specific functional and technical areas. The additional functional expertise can be defined by the agency's existing subject matter experts and the managers who perform the interviewing.

***Generic Qualification Standard for Level I Projects (total cost greater than or equal to \$50,000 and less than \$200,000)***

#### **Required:**

- successful project team experience on a similar project
- experienced with project scheduling and work planning tools
- demonstrates the following six project manager competencies:
  - Scope Definition
  - Communications Planning
  - Resource Planning
  - Schedule Development
  - Risk Management
  - Project Budget Management
- can articulate experience with at least one project management methodology used during previous project



- demonstrates analytical and planning skills
- demonstrates professional behavior
- demonstrates effective people skills
- possesses effective oral and written communications
- demonstrates leadership potential
- is able to dedicate the required time toward managing the successful implementation of the project
- Associates Degree, or equivalent combination of education and experience in a relevant discipline.

**Desired:**

- successful project team experience on a similar project of similar size and magnitude
- functional experience and skills the agency seeks
- Bachelors Degree or equivalent combination of education and experience in a relevant discipline.

***Generic Qualification Standard for Level II Projects (total cost greater than or equal to \$200,000 and less than \$500,000)***

**Required - includes minimum required qualifications outlined in Level I plus:**

- minimum of 18 months of project management leadership in a relevant functional or technical field
- demonstrates the following four additional project manager competencies:
  - Functional Requirements Definition
  - Work Breakdown Structure (WBS)
  - Change Control and Configuration Management
  - Reports and Project Reporting Templates
- obtained formal project management training
- can articulate experience with at least two project management methodologies used during previous projects
- Bachelors Degree or equivalent combination of education and experience in a relevant discipline.

**Desired:**

- government related experience in an applicable functional or technical field.
- demonstrates ability to speak at public meetings and testify before the State Legislature.

***Generic Qualification Standard for Level III Projects (total cost greater than or equal to \$500,000 and less than \$5 million)***

**Required - includes minimum required qualifications as outlined in Level II plus:**

- minimum of 5 years of project management leadership in a relevant functional or technical field
- demonstrates the following nine additional project manager competencies:
  - Project Initiation and Solution Analysis
  - Activity Definition and Sequencing
  - Project Execution and Control
  - Request for Proposal (RFP) Processes

- Procurement Planning
  - Cost Benefit and Return on Investment (ROI) Analysis
  - Vendor Evaluation
  - Performance Planning
  - Project Closeout
- experienced in managing risk and quality assurance
  - experience with managing more than one vendor
  - demonstrates ability to coordinate between multiple agencies and teams
  - demonstrates team building and leadership skills
  - possesses effective relationship management skills
  - effectively communicates in both oral and written form to all levels of management
  - demonstrates ability to speak at public meetings and testify before the State Legislature
  - possesses working knowledge of industry accepted methodologies, policies, standards, procedures, and practices

**Desired:**

- PMI Certified Associate of Project Management (CAPM) certification or higher
- government related experience in an applicable functional or technical field.

***Generic Qualification Standard for Level IV Projects (total cost greater than or equal to \$5 million)***

**Required - includes minimum required qualifications as outlined in Level III plus:**

- minimum of 8 years of project management experience in an applicable functional or technical field
- excels in all project manager competencies
- confidently speaks at public meetings and testifies before the State Legislature.
- excels at team building and leadership skills with a professional demeanor
- performed extensive risk management and/or quality assurance experience
- thrives in complex management environments with multiple vendors, agencies, stakeholders, and matrix accountability structures
- is a positive, determined, patient, and proactive facilitator
- balances creativity, problem solving, and technical skills to realize project success

**Desired:**

- PMP certification from the Project Management Institute (PMI)
- Masters Degree or equivalent combination of education and experience in a relevant discipline.
- demonstrates extensive knowledge of industry accepted methodologies, policies, standards, procedures, and practices
- managed multiple vendors in difficult and challenging situations
- demonstrates extensive coordination abilities between business and technology groups such as (but not limited to) agencies, technical operations, capacity planning, strategic planning, systems development, enterprise architecture, and finance
- easily articulates opportunities and leverages relationships between agencies, vendors, contractors, and committees

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## **APPENDIX A – QUALIFICATION GUIDELINES**

### ***Qualify the Individual, not the Vendor or Contractor***

#### ***Use the Contractor / Recruiter as a Management Tool***

- The contractor can provide a reasonability check on the reality, cost, and availability of candidates.
- Provide the contractor and vendors with quick and thorough feedback on candidates already submitted and interviewed.
- Use the contractor to act as a forum in facilitating the relationship between the agency and the contract project manager.

#### ***Project Managers Require the Ability to:***

- step into multifaceted roles and complement a project endeavor in many areas
- shift gears as appropriate

### ***Project Management is a Serious Discipline. Avoid “Dabblers” in Project Management***

#### ***For Level III Projects and Higher, Project Management is a Full-Time Job***

- Non-project related distractions lead to project failure.
- Project management is not a task, a subtask, luxury, or afterthought.

#### ***Balance the Selection of the Project Manager Between:***

- the culture of the agency
- the needs of the State
- the nature of the project
- ITPOC initiated standards

#### ***Balance Practical Experience and Theoretical Knowledge***

### ***Certification demands inputs from the best of both worlds – experience and training***

#### ***Set up the project manager to succeed.***

### ***In the end, it is how people are managed in relation to schedule, scope, costs, risks, and quality that should truly define the successful project manager***

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## **APPENDIX B – SUGGESTED INTERVIEW QUESTIONS FOR PROJECT MANAGEMENT CANDIDATES**

These questions are not mandatory and serve a menu of possible ways to inquire into the qualification of a candidate. The interviewer should select which questions and the number of questions that are suitable for the type and length of the interview. Prior to using any of these questions, identify any rewording that might be required for the type of interview and compliance with PSPs.

### ***What to Look for During the Interview Process***

- Look for attitude, initiative, professionalism, and communication/people skills.
- What is a good, qualified project manager in light of your agency's mission?
- Can we work with this person?
- Would I work for this person?
- Would I have this person work for me?
- Would I have this person as a peer?
- Would I be comfortable having this candidate testify before the legislature or committees?
- Do they turn a negative into a positive or vice-versa?
- Do they dwell too long on a single point or are they able to quickly move on?
- Do they demonstrate an attitude to make value added contributions?
- Can they articulate resilience in the face of disappointment?
- Are they appropriately flexible?
- Are they open minded?
- Are they committed to the endeavor?
- Do they easily panic?
- Do they possess an appropriately balanced sense of humility?
- Do they accept the pace at which the State adopts and incorporates changes?
- Do they have an appropriate sense of humor? ("Tell me about a time when..." Questions)
- If a project manager has never had a negative experience or difficulty, then they never managed a worthwhile project.
- You have to live with the consequences of your new hire or contractor.

### ***General Questions***

- What are your strengths? Of these, how would you employ them in this position?
- What are your weaknesses? (How does the candidate turn a negative into a positive?)
- How would your current (or last) boss describe you?
- What were your boss's responsibilities? (This question to prevent the candidate from having the chance to claim that they did their boss's job.)
- What is your opinion of your boss? (Important on how candidate manages relationships with superiors)
- How would your co-workers or subordinates describe you professionally? (Is candidate self-effacing or has the confidence to brag a bit?)
- Why do you want to work for the State of Nevada? (This is an important question as the candidate should show respect and esteem for a State position or association with State personnel. Candidates need to value their relationship with the State or government contract)
- Why do you want to leave your present employer? (Relevant if currently employed or on a contract)
- Why should we hire you over the other finalists? (May reveal assumptions made by the candidate)

- What qualities or talents would you bring to the job? (Let the candidate know that you carefully reviewed their resume, but you wanted to hear them articulate it verbally)
- Tell us about your most critical accomplishments.
- What is your most important contribution to your last (or current) employer?
- Have you ever hired employees and contractor; and, if so, have they lived up to your expectations? (This might demonstrate the ability of the project manager to pick or manage team members).
- What type of performance problems have you encountered in people who report to you, and how did you motivate them to improve?
- Describe a typical day at your present (or last) job.
- How do you want to see your project management career evolve in the next few years? (May reveal future aspirations of the candidate)

### ***Questions that Address Soft Skills***

*Employers have historically looked at technical skills, but more and more managers are realizing inadequate soft skills tend to cripple projects. Soft skills is an informal term for non-IT business skills. Examples include leadership, listening, negotiation, conflict management, communication, presentation, human resources, sales and marketing, professional development, time management, customer service, team building, administration, accounting and finance, purchasing, and personal development. The questions below may reveal how the candidate interacts with others.*

- How important on a scale of 1 to 10 are soft skills?
- How to you rank yourself on that same scale?
- Aside from any mandates from the State or an agency, how do you sell a project to a team with competing priorities?
- You have a team member who is not meeting his commitments, what do you do?
- Explain how you manage your solid line relationships and dotted line relationships.
- How do you interface with direct reports and the direct reports of your peers?
- How do you handle a stakeholder who becomes irate?
- In this particular leadership role, what might you consider your greatest challenge?
- Describe the project or situation that best demonstrates your management skills.
- Have you taken/how do you take specifications from non-technical people?
- Describe a situation where you had to work with someone who was difficult; how did you handle it?
- Tell me about a problem you have had with one of your work associates.
- Which area of interpersonal expertise do you feel is your strongest?
- What are your team player and team leadership qualities? Give examples.
- When you take on a project do you like to attack the project in a group or individually?
- Tell me about your relationship with your previous boss.
- How do you take direction? How do you pass on direction that you disagree with to others?

### ***Questions Revealing Candidate's Attitude Toward Their Project Management Career***

- How did your prior career evolve into project management?
- Was project management always a career objective in the past? If not, when did you realize that you wanted to become a project manager?
- Is your career about project management only or are there other facets to your career that you might share with us?
- What do you enjoy most about your career in project management?
- What turns you off about your career in project management?
- What interests you least about your career in project management?
- What career besides project management are you looking into?

- Do you think that Portfolio Management can be managed separately from project management? Why?

### ***Questions that Exhibit Conflict Management Skills***

- Describe a conflict or disagreement at work in which you were involved. How was it resolved?
- What are two of the biggest problems you've encountered at your job and how did you overcome them?
- Think of a major crisis you've faced at work and explain how you handled it.
- Give me an example of a risk that you took at your job (past or present) and how it turned out.
- How do you deal with difficult people? Give an example? (Look for turning a negative into a positive)
- What types of conflict situations put you under pressure, and how do you deal with that pressure?

### ***Questions that Show Management Style***

- Describe your managerial style.
- What would your management say about you?
- How has your management style changed over the years? (Flexibility!)
- What management styles do others possess that you find easy and difficult to work with?
- Tell me about a team project you managed of which you are particularly proud.
- Describe the type of manager you prefer to work with.

### ***Questions that Reveal the Personal Side***

- What do you feel are four critical personality traits you must have as a project manager in order for any project to succeed?
- Has anyone every tried to sabotage your project or career? If so, how did you turn that around? (This addresses resilience and determination to succeed and not quit).
- How would YOU manage someone who is virtually a carbon copy of yourself in every way?
- As a project manager, what do you think makes you unique among your peers?
- What goals have you set for yourself? How are you planning to achieve them?
- To what do you owe your present career successes?
- What motivates you in a fundamental way?
- What type of work environment appeals to you most?
- Why have you chosen project management as a profession?
- What work experiences have been most valuable to you and why?
- Where do you think your interest in this career comes from?

### ***Questions that Give Insight into Work Habits and Analytical Skills***

- What if a key employee falls sick at a critical time of project delivery?' What would you do?
- What part of the project life cycle tends to be your favorite?
- Describe the project or situation that best demonstrated your analytical abilities.
- Give me an example of a problem you solved and the process you used.
- Give me an example of an idea that has come to you and what you did with it.
- How have your educational and work experiences prepared you for this position?
- What kinds of work do you find especially difficult to deal with? How do you respond?
- Give me a situation in which you failed, and how you handled it.

### ***Questions that Set the Stage for the Candidate to Sell Themselves***

*Use these questions to allow the candidate to explore why they are the perfect candidate for the position. Observe how they match their strengths to the job requirements, point for point.*

- Why are you interested in a State position as an employee or contractor?
- Give me an example of the most creative project that you have worked on.
- What type of position are you really seeking?
- What makes you think you can handle this position?
- Why should our organization be interested in you?
- What challenges are you looking for in a position?
- What specifically interests you about this job?
- What is the appeal of this job?
- What rewards do you expect from this position?
- What do you feel you should bring to this role?
- Why do you feel you'll be successful in this position?
- What do you think about incompetently written RFPs and bad project management?
- What would you change about your last or current project management position? Why did you not make that change?

### ***Questions about Influencing***

- Describe a time when you have had to persuade someone to do something or not do something?
- Can you describe a time when you have NOT managed to persuade someone. What did you learn from this?
- What do you do when you know 100% that you are right and others disagree with you?
- Have you ever influenced an executive-level decision? How?

### ***Questions about Teamwork***

- Describe a complex and diverse team that you have worked in - what was your contribution?
- What difficulties have you had in teams - how were these resolved?
- How would you choose a team to work on a project?

### ***Questions about Self-Direction and Planning***

- To what extent do you manage adhere to your plans?
- If you haven't adhered to your plans at any point, what did you learn?
- Describe a planning problem. How would you deal with this in the future?
- How would you engage a planning group?

### ***Questions about Presentation and Leadership***

- Describe a presentation you have given. What were you proud of/what would you do differently?
- Are you schedule driven or are you outcome driven?
- How would you define good leadership and communication skills?
- In what ways have you been a leader?
- At what point did you discover that you were a leader?

### ***“Tell me about a time when...” Questions***

*The ability of a project manager to articulate stories about projects they participated in or managed often reveals more about the candidate than any single suite of questions combined. Have them share stories of those that they had a difficulty to overcome. The candidate can speak of themselves or another project manager or project management experience. Everyone has peers. What is important is their understanding and what they learned from the lesson and their peers. It might also bring up experiences and how they handle integrity*

- Tell me about a time when you have heard from the media about a publicly visible project that was an outrageous failure. What did you remember most about it? Why did the project fail? What did you learn from it?
- Tell me about a time when you or another Project Manager realized that a budget or time constraint was blown.
- Tell about a time when a jeopardy situation was managed in order to bring the project to a successful or acceptable conclusion.
- Tell me about a time when you heard from people that they are spending so much time providing status that they can't get their work done. What is your management philosophy on the matter?
- Tell me about a time when you or another Project Manager had to close down a project before damaging the stakeholders.
- Tell me about a situation in which you were under tremendous pressure and how you dealt with it.
- Tell me about a time when you had to overcome great adversity to get the job done... any job...
- Tell me about a time when you faced your most difficult decision and how you went about making it.
- Tell me about a time when you saw a person who lacked prior project management experience picked to lead projects. What did you learn from this experience?
- Tell me about a time when you or your peers discovered that a project no longer met the business strategy or the needs of the organization, but it had all the momentum to keep it going anyway? What was done about it?
- Tell me about a time when you or another Project Manager might have been assigned to a project part-time with their project responsibilities considered one of their lower priorities.
- Tell me about a time when you observed the consequences of a project manager having no authority to reward or to discipline the project staff despite having the responsibility to complete the project within mandated parameters.
- Tell me about a time when your or a peer reported to a manager who knew neither the appropriate questions to pose regarding project status nor the danger signs that a project is in trouble.
- Tell me about a time when either you or a peer turned down a project assignment.
- Tell me about a time when you noticed your project beginning to fall behind or beginning to exceed the budget. What did you do?
- Tell me about a time when you noticed your project experiencing scope creep. What did you do about it?

### ***Questions that Demonstrate Knowledge of the Project Management***

- How would you start a project?
- How many projects you handled in the past? Deadlines met? On time/ within budget? Obstacles you had to overcome? (Candidate should have these fresh in their minds)
- Do you think plans should be built forward from point A to point B to point C; or do you think they should be built backward from point C to point B to point A? What is the upside to each approach? What is the downside?
- Tell us about your experience in managing to milestones, interdependencies? Resource allocation?
- What metrics would you expect to use to determine the on-going success of your project? Briefly give an example.



- If a project fails, does it automatically mean it was poorly managed? How would you go about assessing this?
- If someone said to you that a simple work task was 15% complete what would you think? What would you do? Why?
- If you owned a company or were the head of an agency, how would you determine if a project failed because of poor project management or if it was just a bad project in and of itself?
- How would you reduce the propensity of others to add scope? How would you reduce your own propensity to add scope?
- If a project came in 30% ahead of schedule, do you automatically think the project manager deserves kudos? Or is there something else? Why?
- It is said that Earned Value Management (EVM) does not provide answers to problems, but it helps to ask good questions. If your project was behind schedule based on EVM measures, what kind of questions might you possibly ask, in a generic sense?
- Can you clarify the difference between a metric and a measure? How would each be used?
- What are your views on transitioning a project to Operations and Production?
- What percentage of project management is directly related to people skills?
- Would you buy a project management tool without first establishing a methodology first? Why?
- For Certified PMs: Explain the difference between the Project Management Lifecycle and a Project Lifecycle?

### ***Questions about Vendor Management and Contract Negotiation***

- How do you react to criticism? (Do they try to learn from it, of course!)
- What do you tend to focus on – the deliverables or outcome? Or the rates?
- How would you go about verifying that the deliverables received are tangible or verifiable?
- If you were to deliver a project to an agency or State customer, and timely delivery depended upon a vendor, how would you manage the vendor?
- What do you think about the phrase “transferring risk to the vendor/contractor?” What do you think this phrase is really saying? (Acceptance of this phrase is dangerous. Successful projects depend on both sides being in a partnership with respect to managing risk.)
- What contractual agreements would you insist be put in place? Give an example.